

5 November 1999

MEMORANDUM FOR ALL CODE 04

Subj: PROJECT LEADER POLICY

Encl: (1) Code 04 Project Leader Assignments for FY01 Programs

1. Our Division did an outstanding job of completing our In-House Design obligations this year, and I'm sure many of you are aware the road was not always smooth. While we are poised to execute our current year In-House MCON designs this first quarter, it didn't come without a price - too many last minute cost decisions; too many schedule revisions; too much comptime/overtime. For many reasons we faced scope, budget and scheduling questions throughout the design process that made the push to final design release of some projects a challenge. The Branch Managers tackled this issue at the October offsite conference, and we are implementing process changes to improve our performance. Hopefully, we will alleviate some of the stress through early identification and resolution of project issues.
2. The keystone of the new process will be the Project Leader (PL), formally noted as the Design Manager. We've chosen this title to place more emphasis on the leadership and ownership responsibilities we're seeking. As the project's owner and advocate for Code 04, this individual will assume the primary managerial role for their assigned project and have the responsibility to lead the design team to successful completion of the project within scope, budget and our scheduled design timelines and costs. The technical coordination and quality control responsibilities will remain with the AIC/EIC, the design team members, and the individual branch supervisors and managers.
3. The specific division of duties and responsibilities of the PL and AIC/EIC are being finalized now. PL's will be assigned to all In-House MILCON projects from our current GS-13 pool of supervisors and technical specialists, and will be limited to one project per person. Assignments for the FY01 program are attached, enclosure (1). Our initial PL training for all supervisors and technical specialists will be held on 15 November 1999 at 0930 in the MIC room. All supervisors and technical specialists should attend. Also planned are formal revisions to the AIC/EIC guide, AIC/EIC training, briefing of Code 03 staff, and other design management and leadership development training to hone the skills required to effectively perform the PL role.
4. We are rapidly approaching scheduled FACD/Charette and 35% submittal dates for many projects. We are purposely fast tracking the implementation of this program to engage the PL now to maximize our intended influence on this year's MILCON program. Success is dependent on everyone's participation and involvement. As always, I know I can count on each of you to help make this the most successful year ever.



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Director

Engineering and Design Division

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